



**Report on the Sustainable
Watershed Branch of NEPA
Retreat**

Held November 26-29, 2003



Ridge to Reef Watershed Project

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Report on the Sustainable Watershed Branch of NEPA Retreat Held November 28-29, 2003

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National Environment and Planning Agency

And the

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Background

The SWB of NEPA was re-established during 2001 under a new Manager, and in the context of a new organizational structure. The R2RW Project has been working with the Branch to strengthen its capacity. The activities to date include:

1. A Team Building exercise undertaken in 2001, to establish the level of team spirit existing among members of the staff, and the commitment to the objectives of NEPA, and to assist the Team to examine concerns and to find solutions for those concerns;
2. A Team Meeting held on December 20, 2002 to review accomplishments; and
3. A Branch Retreat on January 24 -25, 2003 that:
 - a) Reviewed the earlier Team Building exercise (held in November 2001) in order to determine what has been achieved since then, and the challenges faced;
 - b) Confirmed where the SWB was at that point;
 - c) Developed consensus on a "Vision" for the Branch;
 - d) Defined what needed to be done in the short-term to achieve that vision; and
 - e) Defined an action agenda and commitments to realize the agreed strategic directions.

The SWB of NEPA in collaboration with the R2RW Project held a Retreat at the Starlight Chalet, Section, St. Andrew on November 28-29. The Retreat was expected to:

1. Review the achievements/current status of the Branch;
2. Examine how the members of the Branch accept/understand their corporate role in the wider Agency context; and
3. Confirm the long-term vision/understanding and commitment to the Branch, NEPA and Watershed Management.

Methodology

The Methodology used for the 2003 Retreat had the following components:

1. Through a PowerPoint presentation from Meegan Scott, examined how the members of the Branch accept/understand their corporate role in the wider Agency context;
2. Developed a Balance Sheet that reviewed the achievements and current status of the Branch;
3. Used a Workshop methodology to develop Personal and Branch Charters that confirm the long-term vision/understanding and commitment of the Branch to NEPA and Watershed Management; and
4. Reflected on Next Steps

Preliminaries

The retreat was called to order at 11:00 am, and Trevor Spence offered prayer. All SWB staff was in attendance, with the exception of Selvyn Thompson who was absent due to illness. Trevor Spence facilitated the retreat, and Mark Nolan took minutes.

Thera Edwards gave an introduction to the Retreat, and introduced Meegan Scott, Corporate Planner in the PPPCD

Session 1 Corporate and Operations Planning

Meegan Scott, Corporate Planner in the PPPCD led the participants through a corporate and operation planning exercise. She went through the purpose of the session, which centered on building the Branch portion of the Corporate Plan.

She also covered the approach to developing the Corporate Plan, the mission and vision of NEPA, and the strategic objective of the Conservation and Protection Division.

At a recent meeting of the C&PD, a reorganization of the Division was proposed as follows:

- ✍ Special Hotspots and Projects Branch;
- ✍ Species and Habitat Branch;
- ✍ Research, Policies and Applications Processing Branch; and
- ✍ And possibly, Coastal Zone Management.

The question was raised as to the value of a SWB retreat to do a corporate and operations plan and build a team if there will be a new divisional structure and also in light of present uncertainties with key positions. In response it was stated that corporate planning needed to proceed on the basis of the present structure until the new structure is put into place.

Meegan then continued with the goals and problems of the Division.

The goals were listed as follows:

- ✍ Protecting our natural and cultural heritage;
- ✍ Promoting sustainable use of our natural capital; and
- ✍ Improving Organizational Performance.

The problems were listed as follows:

- ✍ Need for "Effective Public Education & Public Relations Activities".
- ✍ Need for "Consistent, effective & transparent measures of Enforcement".
- ✍ Need for "Strong leadership at managerial level".
- ✍ Need for "Established "Quality Management System".
- ✍ Need for "Defined & integrated Organizational Culture".

- ✍ Need for “Improved internal customer service relations and communication of Agency policies and procedures by Service Branches”.
- ✍ Need for “Greater integration between Conservation & Protection and Planning & Development”.
- ✍ Need for “Increased levels of participation especially as it relates to involving NEPA offsite officers in planned parish activities”.
- ✍ Need for “Improved levels of information sharing & communication”.
- ✍ Need for “Improved levels of responsiveness and feedback especially as it relates to review of documents & communications”.
- ✍ Need for “Greater level of adherence to methods & procedures”. (E.g... Permit & Licensing System).
- ✍ Need for “Increased portion of governments budgetary allocations”.
- ✍ Need to take responsibility for tasks and processes by individuals, Branches & Divisions.
- ✍ Need for “A team approach, removal of territorialism and separatist approach to work & problem solving”.
- ✍ Need for “Operations Management, Finance & Accounts, Public Education & Community Relations, and Information Technology to improve their flexibility and service levels to NEPA’s Technical Branches.”
- ✍ Need to build a positive reputation for NEPA versus present perception of the Agency as a powerless stumbling block

Solutions and Opportunities

The following solutions were discussed:

- ✍ Positive aspect of NEPA’s Reputation;
- ✍ Young brilliant and dedicated workforce;
- ✍ KPIs, Hot Issues and Hot Spots (internal & external);
- ✍ Conventions, policies, treaties and action plans;
- ✍ Existing donor projects and funding agencies;
- ✍ Collaboration with sister Agencies;
- ✍ Invite comments, ideas and plan activities from the Branch;
- ✍ Record and display their comments regarding action plans and solutions; and
- ✍ Invite participants to prioritize options.

Discussion

The following issues were raised in the discussion period:

- ✍ There is a good deal of cooperation between SWB and the Planning and Development Division. It may appear that there is a conflict in that the TDP and NRCA still operate under different Acts.
- ✍ The issue of not being able to depend upon Capital - A costs was raised in that even if funds are budgeted, it is not always possible to access them through the Accounts Department.

SWB Corporate Plan

Next the Corporate plan for the SWB was reviewed for Years 1, 2 and 3.

The changes to plan included the following:

1. NIWMC meetings – 6 per year (revised later in the session to 4 per year);
2. Add NIWMC retreat;
3. Change the number of Assessment reports from 4 to 6, and change the budget allocation from 600,000 to 1,000,000;
4. 2 Watershed Plans budgeted at 250,000 each;
5. Change the number of demonstration projects from 3 to 6, and budget at 2,400,000;
6. Add to section on brown bags, 2 wider meetings for C&PD; and
7. Delete the bamboo survey.

It was mentioned that R2RW is doing some activities as part of its Fourth Annual Work Plan that would complement the Branch Plan. These include focusing of LWMC formation, networking conference of LWMCs, and a Strategic Plan for the Rio Grande Watershed.

Changes in the targets for the annual plan were confirmed.

Session 2 Building a Balance Sheet

Participants were asked to individually write on cards the following:

1. The top 3 achievements of the Branch; and
2. The top 3 non-achievements of the Branch.

They were then asked to sit in groups of 4 at a Table (3 tables) and collectively come up with the Table's top 5 achievements and non-achievements. The achievements were then posted, grouped, and ranked by participants as follows:

1. Public Education and Demonstration = 10
2. Technical Support for Agency Mandate = 7
3. Customer Service = 7

- | | |
|----------------------------------|-----|
| 4. Personal Capacity Development | = 5 |
| 5. Coordination Initiatives | = 4 |
| 6. Legislation and Policy | = 0 |

(The numbers represent the amount of votes received for each category).

Table 1 below list the comments made by the participants by clusters:

Table 1 Comments of Achievements by Clusters

Public Education and Demonstration	Technical Support for Agency Mandate	Customer Service	Personal Capacity Development	Coordination Initiatives	Legislation and Policy
Participation in agricultural shows	Monitoring of environmental conditions		Knowledge of watershed management	Participation in interagency meetings	Watershed policy
Training 4H club-ties in solid waste management in Manchester	Review and assessment of technical documents			Closer working relationship with NGOs and other agencies	Rio Cobre WM plan underway
Dissemination of information				Good inter and intra branch relations	
Creating public Awareness of watershed management					
Demonstration Plots					
Solid waste management system in Penn District, Rio Cobre WMU					
Knowledge of Watershed Management					
Planting of trees at primary and basic schools (wood & water day)					

Public Education and Demonstration	Technical Support for Agency Mandate	Customer Service	Personal Capacity Development	Coordination Initiatives	Legislation and Policy
Holding Hope/Wag Water interagency group pub ed programme					

The non-achievements were then posted, grouped, and ranked by participants as follows:

- | | |
|--|-----|
| 1. Information | = 8 |
| 2. Lack of Resources for Projects | = 8 |
| 3. Watershed Signs | = 5 |
| 4. LWMCs | = 4 |
| 5. Watershed Database to be constantly Updated | = 3 |
| 6. Poor internal coordination | = 2 |
| 7. Watershed plans not materialized | = 2 |
| 8. Did not establish demonstration plots | = 1 |

(The numbers represent the amount of votes received for each category).

Table 2 below list the comments made by the participants by clusters:

Table 2 Comments of Non-Achievements by Clusters

Information	Lack of Resources for Projects	Watershed Signs	LWMCs	Watershed Database to be constantly updated	Poor internal coordination	Watershed plans not materialized	Did not establish demonstration plots
Lack of shared information		Watershed signs made but not erected	Lack of LWMC formation				
Equipment and training for reporting		Watershed signs not cleared and maintained	3 LWMCs not formed as planned				
Inadequate reporting mechanism							
SWB does not capture data from application files in database							

A summary of achievements and non-achievements is presented in Table 3 below:

Table 3 **Summary of Achievements and Non-Achievements**

Achievements	Non-Achievements
1. Public education and demonstration	1. Lack of resources for projects
2. Technical support for agency mandate	2. Internal information
3. Customer service	3. Watershed signs
4. Personal capacity development	4. Watershed database to constantly updated
5. Coordination initiatives	5. Poor internal coordination
6. Legislation and policy	6. Watershed plans not materialized
	7. Did not establish demonstration plots

Reflections on Achievements and Non-Achievements

The following comments were made after this exercise:

1. It is ironic that the strongest achievement (Public Education) is directly juxtaposed to the strongest non-achievement (Lack of Information). An implication of this is that there is more information than is presently being shared.
2. Some demonstration activities have been done, but a lot more could be done.
3. A template for reporting would help to guide officers to capture information. (A template for incident reports was previously circulated).
4. Information from Permit & License forms (WRA, ODPEM etc technical reports) could be captured and added to the database, as a lot of information passes through the Branch but is not captured. It was recommended and agreed on that Kevin should receive training in GIS software use.
5. GPS Units need to be acquired, and officers trained in their use.
6. Other staff need to be trained in GIS software use.
7. There is good inter and intra branch coordination. However, lack of shared information was listed as a non-achievement, e.g. The applications branch does not properly screen applications.
8. Equipment should be added to the list of achievements.
9. The lack of watershed plans, as a non-achievement is unfair because the position was vacant for more than 8 months.

Action Plan

The following Action Plan was agreed on:

1. Kevin and David Reid et al to get training in updating database
2. Kevin to capture data from application files

3. Specifications for GPS Units to be developed
4. Post disaster forms to be resent. Use fields in that form to guide reporting.

Session 3 Building of Individual and Branch Charters

The participants then broke into groups according to functional categories:

1. Coordinators
2. Environmental Officers
3. Conservation Officers
4. Support Staff (including Manager)

Participants were asked to draft a Branch Vision and a Branch Motto. The Vision (set out below) was a synthesis of several suggestions.

1. Branch Vision

“A highly motivated and skilled team planning and coordinating the sustainable use of our nation’s watershed resources for the improvement and development of our country”

2. Branch Motto

The groups came up with the following mottos:

- ✍ To manage, give support and work efficiently to achieve branch aims and objectives;
- ✍ To ensure hard work of the branch through hard work and dedication;
- ✍ Total commitment to all branch activities; and
- ✍ An integrated approach to watershed management is key.

In addition, the following mottos were discussed:

- ✍ 26 WMUs but one big watershed;
- ✍ Healthy watersheds keep us fed; and
- ✍ Watershed Management, the key to development.

By majority vote, the following motto was chosen:

“Healthy watersheds equals a healthy nation”

3. Roles and Responsibilities

The top roles and responsibilities of each of the categories were determined to be as follows:

Coordinators

1. Effectively coordinate the Permit and Licensing System;
2. Coordination of information;
3. Coordination of the activities of the NIWMC;
4. Preparation of Watershed Management Plans; and
5. Facilitate interagency collaboration to achieve mandates.

Environmental Officers

1. Undertake Public Education and Awareness;

2. Interaction with NGOs, Sister Agencies, and Community Groups;
3. Site inspection and investigation and monitoring of watersheds;
4. Design and develop watershed projects; and
5. Customer service both internal and external.

Conservation Officers

1. Creating public awareness;
2. Inspections and investigation of issues;
3. Interagency collaboration;
4. Monitoring and regulating activities; and
5. Submit report on timely basis.




















Support Staff


1. Human resources management;
2. Coordination of activities;
3. Application processing; and
4. Good customer service relations.

4. Ways to assist the Branch to Fulfill our Respective Mandates

Participants working in their groups selected from a list their top 3 mandates. Table 4 below provides the groups rankings:

Table 4 Ranking of Mandates

Mandate	Coordinators	Env. Officers	Con. Officers	Support Staff
We are committed team players willing to share our knowledge and experiences with others				
We are open to learning new ideas and ways of doing things differently;				
We are supportive of the leadership of our Branch;				
We are supportive of the mandate of our Division and the Organization as a whole;				
We are committed to formally and informally upgrading our skills;				
We are committed to efficiently undertaking all duties assigned to us in a timely way;				

Mandate	Coordinators	Env. Officers	Con. Officers	Support Staff
We are committed to attending work and special functions regularly and punctually;				
We are committed to fulfil all reporting requirements on time;				
We will fulfil all other assignments given to us to the best of our ability;				
(Other – Please add)				

5. Branch Charter

The following words were considered to be integral in a Branch Charter:

-  Committed
-  Supportive
-  Responsible
-  Mandate
-  Objective
-  Effectively
-  Achieve
-  Team
-  Management
-  Strengths
-  Weaknesses
-  Coordination

Session 4 Reflections (Morning Of Day 2)

Trevor Spence introduced the reflection session by stating, 'In Jamaica, we have a way of saying "It wasn't me". This goes back to Biblical times when Adam took a bite from the apple, but didn't take responsibility himself'. With this in mind, the following introduction to the charter was honed and affirmed:

"We the members of the Sustainable Watersheds Branch are committed to achieving our objectives and mandate effectively, through coordinated action and responsible management of the teams strengths and weaknesses"

The full Charter is presented below as Table 5.

Table 5

Branch Charter

Sustainable Watershed Branch (SWB) of NEPA

Preamble

We the members of the Sustainable Watersheds Branch are committed to achieving our objectives and mandate effectively, through coordinated action and responsible management of the teams strengths and weaknesses.

Our Vision

We are a highly motivated and skilled team planning and coordinating the sustainable use of our nation's watershed resources for the improvement and development of our country.

Our Motto Is

"Healthy watersheds equals a healthy nation"

Roles and Responsibilities

The top roles and responsibilities of each of the categories were determined to be as follows:

#	Coordinators	Environmental Officers	Conservation Officers	Support Staff
1.	Effectively coordinate the Permit and Licensing System	Undertake Public Education and Awareness	Creating public awareness	Human resources management
2.	Coordination of information	Interaction with NGOs, Sister Agencies, and Community Groups	Inspections and investigation of issues	Coordination of activities
3.	Coordination of the activities of the NIWMC	Site inspection and investigation and monitoring of watersheds	Interagency collaboration	Application processing
4.	Preparation of Watershed Management Plans	Design and develop watershed projects	Monitoring and regulating activities	Good customer service relations
5.	Facilitate interagency collaboration to achieve mandates	Customer service both internal and external	Submit report on timely basis	

Our Top 7 Mandates Are

1. We are committed Team Players, willing to share our knowledge and experiences with others;
2. We are supportive of the mandate of our Division and the Organization as a whole;

3. We are open to learning new ideas and ways of doing things differently;
4. We are supportive of the leadership of our Branch;
5. We are committed to formally and informally upgrading our skills;
6. We are committed to efficiently undertaking all duties assigned to us in a timely way;
7. We are committed to attending work and special functions regularly and punctually;

We affix our signature below to confirm our full endorsement of this Charter

Date: _____

Session 5 Leadership

Participants were asked to write down on pieces of paper words that describe current leadership and ideas on how to improve the leadership of the Branch. Table 6 below summarizes the Teams view of the current leadership qualities:

Table 6 Current Leadership Qualities

Insightful	Cooperative	Vibrant
Team player	Helpful	Very effective
Proactive	Brilliant	Warm
Organized	Flexible	Very supportive
Dynamic	Understanding	Motivator
Knowledgeable and well rounded	Able to stand up for branch	Articulate and very detailed
Supportive and informative	Thinking of staff upgrading	Good Leadership qualities
Need to be more involved in field activities	Say what she thinks for greater good	Always have a perspective whether popular or not

How to Improve Leadership

The participants then listed their views on how leadership could be improved:

- ✍ Our leader needs to be more involved in field activities;
- ✍ Communicate the big picture;
- ✍ Communicate information from senior management;
- ✍ More communication especially on issues external to the branch;

- ✍ Update on current information on branch activities;
- ✍ Need to have mechanism for feedback;
- ✍ Seek feedback;
- ✍ Begin one to one discussion with staff on personal issues;
- ✍ Exercise more diplomacy sometimes;
- ✍ Lead by example;
- ✍ Greater in house participation in training exercise;
- ✍ Greater dissemination of information from senior management;
- ✍ Higher level of charismatic skills (challenge for continuous improvement);
- ✍ Need for more information for field officers: re update on current issues;
- ✍ More field officer participation in branch activities;
- ✍ More updated information on current branch activities;
- ✍ Exercise greater patience; and
- ✍ Needs to be less moody at times.

The Discussions/Reflections that follows brought out the following response to the above qualities and areas for improvement by the Branch Manager:

- ✍ Not easy to communicate things from senior management because not always privy;
- ✍ When people go to events on behalf of Manager, this needs to be communicated back;
- ✍ Leading by example is important. “Some leaders are travel agents – sending people to places they have never been”;
- ✍ Can be impatient at times;
- ✍ No malice kept. Whatever is said is not dwelled on - it is put aside;
- ✍ Mr. Barrett and Mr. Johnson have been the most neglected – will make a conscious attempt to do better;
- ✍ Sometimes we do lose our focus;
- ✍ When the policy gets out the door, and the Watershed Protection Act revision is on stream – there should be more time for focus on other aspects of the Branch, however these are important activities;
- ✍ Even if we have to say things that are not nice, it is necessary because of the goal and the fact that we are trying to get somewhere;
- ✍ The Manager is accessible by phone and email, and is approachable;

- ✍ Will give the Field Officers more time to discuss their situations;
- ✍ Call her if anything; and
- ✍ She should also call people more regularly to see what is up.

Likes and Areas for Improvement

Trevor led the participants through an exercise to identify what people like about each other and things that can be done to improve. Participants were asked to share with the person to the left and right – one good thing about them – and find out from them one thing they don't like and could improve upon. Table 7 below list participants "likes":

Table 7 Likes

Likes		
Good dialogue	Easy going	Relaxing presence
Good information	Knowledgeable	Cool cat
Supportive	Fish	Rebel
Helpful	Family	Takes things well
Responsive	Care	Humor
Vibrant team members	Facilitator	Facts and details
Jovial	Pleasant	Good storyteller
Neat	Warm	Cooperative
Easy to please	Cool person	friendly
Smile	Jovial	Relaxing presence

Table 8 below list what participants believe could be "improved on":

Table 8 Can Improve

Can Improve		
Submitting reports	Improve communication	Conflict resolution
Listening skills	Stress management	Snobs
Not being absent from work		Spelling
Food – eating pork	Presence in office	More group interaction
More out of office meetings/ get togethers		

Session 6 Motivation

Mark gave in introduction to the subject of motivation. Everyone comes to the job with their own circumstances with respect to individual characteristics and family. One needs to assess what makes us get up in the morning, and go to work, and do a good job at what we do. Given the tight financial situation of the government, we must be conscious of the contribution and value added to the organization. The following points were discussed as motivating factors:

Table 9 Motivating Factors for Staff

Getting recognition for our achievements	Adding value to the organization
Potential for work to contribute to something meaningful	Love for nature
Having something important to do	Working with communities on solutions
Motivated by outcomes	Having the necessary resources to do work
Bringing things to completion	Freedom to do work
Accomplishing tasks	Being part of a successful initiative
Enjoying what we are doing	Being part of a common good
Believe in self	Variety of work
Doing the best you can do	Steward of own time
Sharing knowledge	Writing our own recommendations

Summary of Retreat

Thera presented a recap of the Branch since her arrival. Reminder of first day at work – harassing IT for a new computer. Policy and Council were in limbo. Out of town officers didn't have offices.

Now the Council is meeting regularly, the Policy is improved and on the way. Both Errol and Clarence have completed their Masters degrees, and Lisa is doing hers. Both Vivian and Barry are engaged. Slowly getting to know the staff and families. R2RW was meant to be a comprehensive program of watershed management, and even if all aren't involved, we need to pay attention, because it will affect us in the future as it is aimed at providing a template.

Job makes me want to come to work even when sick. Have a very unique team and will make greater efforts to recognize accomplishments. Wants value for money, but don't necessarily care how it happens. More interested in results ... are people getting the job done. As a manager, there is implicit trust that people should do what they are supposed to do. Performance evaluations conducted earlier this year have provided a good baseline for tracking progress and improvement of staff.

The Balance Sheet was useful. Everyone should take the time to do a personal Balance Sheet. The Charter was also very useful. The Charter will be done up properly, laminated, and posted in prominent locations. All have really enjoyed the past two days, and it has helped to refocus on initiative, and reinvigorate us.

Vote of Thanks

Thera then presented Mark and Trevor with a 'Thank You' card on behalf of the Branch for their facilitation and support of the Branch in general and the Retreat and her leadership in particular.

Nature/Fun Walk

The Retreat concluded with a return trip walk from Silver Hill Gap to St Peters. This allowed for more free style dialogue as well as discussions on evident environmental issues or features of interest.

Agenda of the SWB Retreat

Starlight Chalet, Silver Hill Gap, Blue Mountains, November 28 – 29, 2003

Purpose

The Workshop will involve participants in:

1. Reviewing the achievements/current status of the Branch;
2. Examining how the members of the Branch accept/understand their corporate role in the wider Agency Context; and
3. Confirming the long-term vision/understanding and commitment to the Branch, NEPA and Watershed Management.

Agenda

10: 00 – 10: 30 am	Arrivals
10: 30 – 11: 00 am	Preliminaries (Prayers, Introductions, Purpose, Expectations)
11: 00 am – 12: 30 pm	Session 1 – Corporate and Operations Planning
12: 30 – 2: 00 pm	LUNCH
2: 00 – 3: 30 pm	Session 2 – Building a Balance Sheet (Achievements and Shortfalls)
3: 30 – 4: 00 pm	BREAK
4: 00 – 6: 00 pm	Session 3 – Workshop – Building of Personal and Branch Charters

Second Day

Reflections

Next Steps

Announcements

Nature Walks

Personal Charter

Member of the Sustainable Watershed Branch of NEPA

I _____ who have been employed as _____ to the Sustainable Watershed Branch (SWB) of NEPA for years hereby indicate my commitment to work diligently to advance the work of the Branch.

Listed below are components of my Personal Charter:

1. **My Vision** for the Branch is _____

2. **My Personal Motto** for my role in the Branch is _____

3. I consider my **five** most important **roles/responsibilities** in the Branch to be:
 - a) _____
 - b) _____
 - c) _____
 - d) _____
 - e) _____
4. I consider the areas checked by me below to be important to assist my Branch in fulfilling its **mandate**:
 - ☐ I am a committed Team Player, willing to share my knowledge and experiences with others;
 - ☐ I am open to learning new ideas and ways of doing things differently;
 - ☐ I am supportive of the leadership of my Branch;
 - ☐ I am supportive of the mandate of my Division and the Organization as a whole;
 - ☐ I am a committed to formally and informally upgrading my skills;
 - ☐ I am a committed to efficiently undertaking all duties assigned to me in a timely way;
 - ☐ I am a committed to attending work and special functions regularly and punctually;
 - ☐ I am a committed to fulfil all reporting requirements on time;
 - ☐ I will fulfil all other assignments given to me to the best of my ability;
 - ☐ (Other – Please add) _____
 - ☐ _____

5. I consider the following **statement to be a part of my Personal Charter**:

I affix my signature below to confirm my full endorsement of this Charter

Signature: _____

Name: _____

Position: _____

Date: _____

Branch Charter

Sustainable Watershed Branch of NEPA


We being Members of the Sustainable Watershed Branch (SWB) of NEPA hereby indicate our commitment to work diligently to advance the work of the Branch.

Listed below are components of our Branch Charter:

1. **Our Vision** for the Branch is _____

2. **Our Motto** for the Branch is _____

3. We consider our **five** most important **roles/responsibilities** in the Branch to be:
 - a) _____
 - b) _____
 - c) _____
 - d) _____
 - e) _____
4. We consider the areas checked by us below to be important to assist our Branch in fulfilling its **mandate**:
 - ☒ We are committed Team Players, willing to share our knowledge and experiences with others;
 - ☒ We are open to learning new ideas and ways of doing things differently;
 - ☒ We are supportive of the leadership of our Branch;
 - ☒ We are supportive of the mandate of our Division and the Organization as a whole;
 - ☒ We are committed to formally and informally upgrading our skills;
 - ☒ We are committed to efficiently undertaking all duties assigned to us in a timely way;
 - ☒ We are committed to attending work and special functions regularly and punctually;
 - ☒ We are committed to fulfil all reporting requirements on time;
 - ☒ We will fulfil all other assignments given to us to the best of our ability;

 (Other – Please add) _____

 _____

5. We consider the following **statement to be a part of our Branch Charter**:

We affix our signature below to confirm our full endorsement of this Charter

Date: _____

